

**REMOVING BARRIERS**  
CHAMPIONING ABILITY  
CREATING EQUALITY



...THROUGH INCLUSIVE  
TRAINING, EDUCATION,  
EMPLOYMENT, HEALTH  
AND SOCIAL CARE  
SERVICES WHICH ARE  
**CLIENT FOCUSED**  
AND ADHERE STRONGLY  
TO THE PRINCIPLES OF  
**PROFESSIONAL  
EXCELLENCE AND  
BEST PRACTICE**



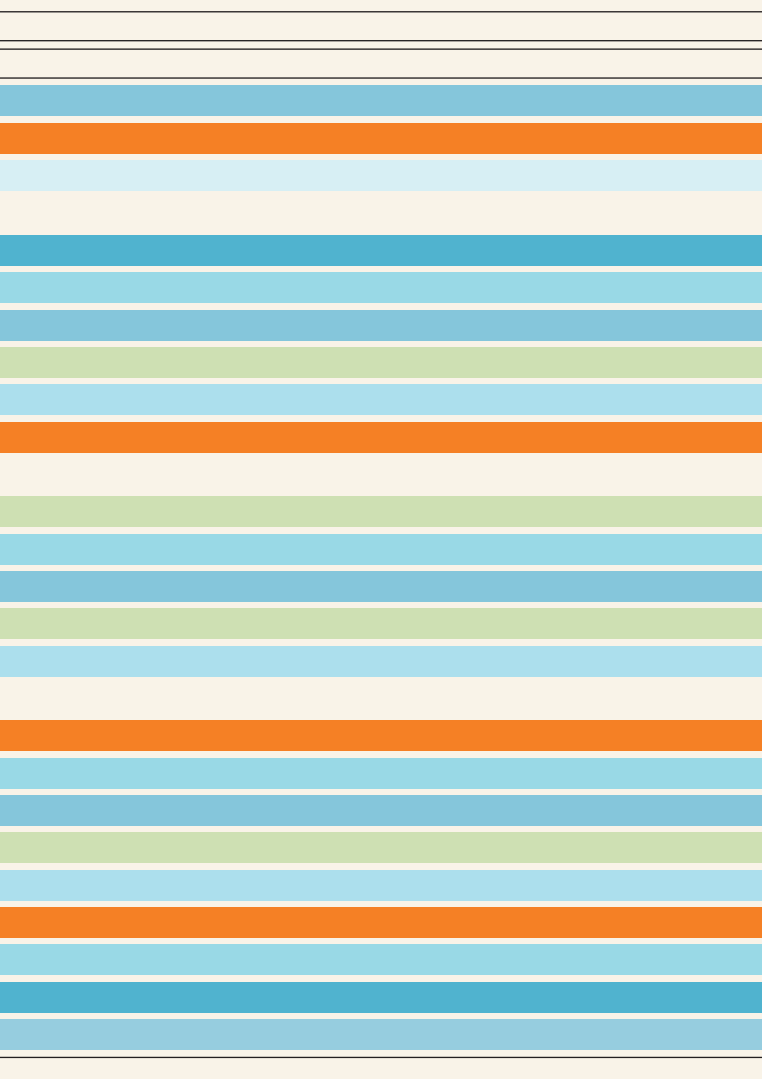
...THESE SERVICES HAVE  
ENABLED MANY  
THOUSANDS OF PEOPLE  
TO **MOVE AWAY FROM  
DEPENDENCY** AND TO  
MAKE THE **MOST OF  
THEIR ABILITIES IN THE  
WORKPLACE AND THE  
WIDER COMMUNITY**



...THEY ENABLE US TO  
FULFIL OUR OBJECTIVE OF  
FIGHTING DISADVANTAGE  
AND DISCRIMINATION SO  
THAT EVERYONE CAN HAVE  
AN EQUAL CHANCE







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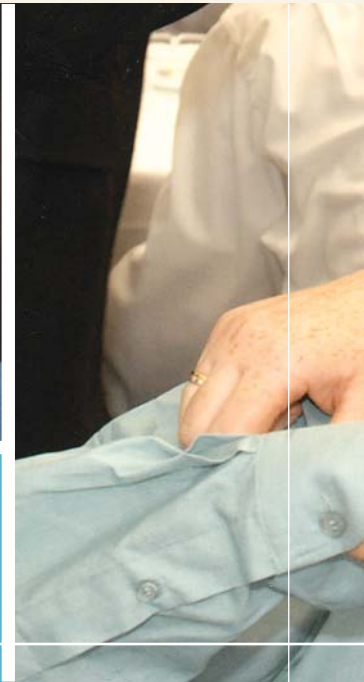
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# CHAIRMAN'S STATEMENT



MR J M TREACY  
CHAIRMAN, THE REHAB GROUP



## 2003 WAS A YEAR OF VERY SOLID PROGRESS FOR REHAB GROUP. AT YEAR-END MORE THAN 12,500 CLIENTS ACCESSED OUR SERVICES IN OVER 180 LOCATIONS THROUGHOUT IRELAND AND THE UK.

In Ireland our health and social care division continued to expand its existing programmes and also developed a number of new and innovative services. In addition, while significant gaps still exist, we have seen some progress by the Department of Health and Children in the bridging of the long-standing funding gap in our core services.

Our training division in Ireland had a successful operational year with a high level of certification and records of achievement being attained despite difficulties from the failure of our funders to grant fee increases.

Whilst 2003 was also a challenging year in financial terms for our employment division in Ireland, it has now been restructured away from some of the more traditional manufacturing areas and we hope this will prove beneficial in the long term. We are also hopeful that in 2004 the Department of Enterprise, Trade and Employment will conclude its review of the current programme under which we operate to allow us to maximise the full potential of our successful integrated employment model.

The re-organisation of our brain injury services in England reduced the gap between State funding and the cost of these services significantly and it is our intention that once sustainable funding can be secured, these services will be able to plan for the long-term.

Our English training division increased its market share in 2003, with the number of independent providers falling by 20 per cent in the year. Our programmes for long-term unemployed adults and young people aged 16 – 24, who enter our service with no qualifications or experience of work, were particularly successful.

Meanwhile, our Scottish organisation has completed a programme of re-organisation culminating in a name change and now looks forward to a period of expansion. In January 2004 it acquired a new care division and sees further opportunities for strategic alliances and partnerships in the coming months.

Having joined the Group in 2002, the Chaseley Trust has continued to strengthen its position as a leading residential care provider for people with specific disabilities. We are currently in discussion with other organisations in the south east of England and there is now the exciting prospect of growing a significant health and social care division in the UK.

Despite some difficulties and restructuring within our commercial activities in Ireland, the Group has shown a surplus of €1.8m. The recovery of a large ESF debtor and net capital expenditure of €3.9m meant a reduction in the Group's net borrowings in the current year.



A significant achievement during the year was the Group's contribution to Ireland's Disability Legislation Consultation Group. The Rehab Group firmly believes that the expected Disability Bill should be rights based in order to ensure true equality of opportunity for people with disabilities.

One could not look back at 2003 without commenting on the Special Olympics. Rehab was very proud to have been an official sponsor and many of our staff, service users and voluntary members contributed significantly to the extraordinary success of the Games. In particular, our team of athletes deserve congratulations having won eight gold, five silver and nine bronze medals.

Last year was also the European Year of People with Disabilities and the Rehab Group played its part by promoting the skills and abilities of people with disabilities and also by raising awareness of their issues and concerns.

The Group continues to work closely with both State and voluntary bodies. In Ireland, our thanks is due to the Ministers for Health & Children, Social Community and Family Affairs, Finance, Education and Science, Enterprise Trade and Employment and the Minister of State at the Department of Justice Equality and Law Reform, who has special responsibility for Disability. In addition, we thank Department officials, the Health Boards, FÁS, Repak and the National Disability Authority for their continuing support.

In England and Scotland we are also grateful for the ongoing support of national and local Government, in particular the

Employment Service, the Learning and Skills Council, our College partners and the large number of Charitable Trusts and Foundations with whom we are involved.

On behalf of the Board I would like to thank management and staff who continue to work tirelessly for the organisation. The end of 2003 saw the retirement of the chief executive of Rehab Foundation, Stephen Farrelly. After 25 years of committed service, during which he became one of Ireland's most innovative and successful fundraising professionals, we wish Stephen every happiness in his retirement.

I would also like to thank my fellow directors for their valuable contribution at main Board and committee meetings. I also express my appreciation of the voluntary committees who continue to work enthusiastically on behalf of Rehab.

Finally, I would like to pay tribute to our esteemed friend and colleague, Paddy Mehigan, who passed away recently. Paddy served as a Board member with great distinction for almost thirty years and we extend our deepest sympathy to his family.

**J M Treacy**  
Rehab Group Chairman  
April 2004

# GROUP BOARD OF DIRECTORS & STAFF PROFILE

## GROUP BOARD OF DIRECTORS

### REHAB GROUP

Mr JM Treacy (Chairman), Mr J Hussey (Vice Chairman),  
Mr J Browne (Hon Treasurer), Mr HD Cashell (Hon Secretary),  
Mr C Allen, Mr T Clarke, Ms P Cremin, Mr D Doyle, Ms N Gildea,  
Mr J Herlihy, Mr L Hogan, Mr BT Keogh, Mr BW Kerr, Mr P Lydon,  
Mr ME Marren, Mrs M O'Connor, Mr T O'Reilly.

### REHAB HOLDINGS LTD

Mr J Hussey (Chairman), Mr J Browne, Mr HD Cashell, Mr D Doyle,  
Mr BT Keogh, Mr ME Marren, Mr JM Treacy.

### REHAB COUNCIL LTD

Mr L Hogan (Chairman), Mr T Clarke, Mr D Doyle, Mr P Doyle,  
Mr F Flannery, Dr DF McAnaney, Dr A Kerins, Mr G Lambert  
(Aosdána), Mr D Tallon, Ms D Gunne, Mr M Dunford, Ms P Cremin,  
Mr M Jacoby, Mr J Adamson, Ms M Joyce.

### TRAINING & BUSINESS GROUP LTD

Mr J Hussey (Chairman), Mr M Dunford, (Chief Executive),  
Mr F Flannery, Mr K Poole, Ms S Gidman, Dr DF McAnaney,  
Mr I Hounslow.

### MOMENTUM

Mr J Adamson (Chairman), Mrs M Seymour, Mr HD Cashell,  
Mr F Flannery, Mr D Gentleman, Mr A Heron, Dr A Kerins, Mr K Poole.

### REHAB UK

Mr G Wilson CBE (Chairman), Lord Corbett of Castle Vale,  
Mr P Durrance, Mrs M Ellis, Mr F Flannery, Mr M Green, Sir John  
Hannam, Mr M Head CVO, Mr J Hussey, Mr P Salmon, Mr K Poole.

### THE CHASELEY TRUST

Mr G Wilson CBE (Chairman), Mr J Hussey, Dr A Kerins,  
Mr P Salmon, Mrs K Gammon, Mr R Harrison, Mr JJQ Howes.

### NTDI LTD

Mr J Hussey (Chairman), Ms D Gunne (Chief Executive), Mr J Browne,  
Ms C Deane, Mr B Wafer, Mr F Flannery, Dr DF McAnaney, Dr A  
Kerins, Mr A Balbirnie, Mr P Doyle, Mr K Poole.

### GANDON ENTERPRISES LTD

Mr F Flannery (Chairman), Mr A Balbirnie (Chief Executive),  
Mr HD Cashell, Mr J Hussey, Mr JM Treacy, Dr A Kerins, Ms D Gunne  
Mr M O'Sullivan, Mr K Poole.

### REHAB FOUNDATION LTD

Mr T O'Reilly (Chairman), Mr HD Cashell, Mr T Clarke, Ms J Hall,  
Mr C Kenny, Mr BW Kerr, Mr AD Leon, Mr E O'Beirne, Mr A Balbirnie,  
Mr P McKevitt, Ms N Gildea.

### REHABCARE

Mr HD Cashell (Chairman), Dr A Kerins, (Chief Executive),  
Mr J Hussey, Mr F Flannery, Ms D Gunne, Dr H Counihan, Mr D  
Tallon, Mr A Balbirnie, Mr K Poole, Ms M Joyce.

### REHAB LOTTERIES LTD

Mr HD Cashell (Chairman), Dr J McGuire (Managing), Mr J Browne,  
Mr J Hussey, Dr A Kerins, Mr F Flannery, Mr K Poole.

## STAFF PROFILES

### REHAB GROUP

Chief Executive » **Mr F Flannery, BA, MBA**  
Director of Group Development & Public Affairs,  
Chief Executive RehabCare » **Dr A Kerins**  
Chief Executive NTDI » **Ms D Gunne, MA, M Psych Sc, Reg Psychol PsSI**  
Director of Finance & Project Director » **Mr K Poole, BBS, FCA**  
Chief Executive Gandon Enterprises Ltd » **Mr A Balbirnie**  
Director of Research & Innovation » **Dr D F McAnaney**  
Financial Controller, Fundraising » **Mr E O'Beirne, FCA**  
Group Property Manager » **Mr D Flynn**  
Company Secretary » **Ms U Kinane, BSc (Mgmt), ACIS**  
Public Relations Manager » **Mr C Macey**  
Group IT Manager » **Mr G Merrigan**

### NTDI

Head of Programmes and Business Development & Principal Psychologist » **Mr M Coughlan, MA Psych**  
Chief Financial Officer » **Mr F Kennedy, B Comm, ACMA**  
General Manager Dublin West, Dublin North & North East » **Ms J Forman, MA, MBA**  
General Manager Midlands, West & North West » **Mr J O'Brien**  
General Manager South West and Mid West » **Mr M O'Sullivan, BE**  
General Manager South East and Dublin South » **Mr P Byrne, B. Comm, MSc, MEd**  
Head of Business Excellence, Standards and Accreditation » **Mr B Stuart, MMS, MEd**  
Acting Head of Human Resources » **Mr E Doherty MSc in HRM, MCIPD**  
Financial Controller » **Ms C O'Neill, ACA**

### GANDON ENTERPRISES

Business Development Manager » **Mr M Horgan**  
Financial Controller » **Mr M Cronin, BA, FCCA**  
Human Resources Manager » **Ms T Fahy, BA Mod (Soc), Dip Soc Voc Rehabilitation, MSc (Rehabilitation Mgt), FCIPD**

### REHABCARE

Financial Controller » **Ms M Kelly, ACMA, MAAT**  
Human Resources Manager » **Ms S Boyne, BA, Dip HRM, FCIPD**  
Head of Domiciliary Care » **Ms M Gillard, RGN, DSN**  
Head of Programmes and Service Development » **Ms SJ Dillon, MBA, BSc OT**  
General Manager North East and Midlands » **Mr P McKeivitt**  
General Manager West and North West » **Mr K Clancy, Dip HCM**  
General Manager South and Mid West » **Ms L Keane, Dip COT**  
General Manager East and South East » **Mr T McGarry, BA IR, N Dip IR, Grad IPD**  
Head of Commercial Enterprises » **Mr F Burke, BA, B Comm, H Dip**



MR F FLANNERY  
CHIEF EXECUTIVE, THE REHAB GROUP

### RESEARCH & INNOVATION

Head of Innovation » **Mr K O'Malley**  
Head of Planning & Support Services » **Mr B Coyle, MIITD**

### REHAB FOUNDATION

General Manager » **Mr M Mansfield**

### REHAB LOTTERIES

Managing Director » **Dr J McGuire**

### THE CARE TRUST

Chief Executive » **Dr S Mullins**

### REHAB UK

Chief Executive » **Mr F Flannery BA, MBA**  
Commercial Services Director » **Mr J Weir, BA, CQSW**  
Director of Operations » **Mrs K Burgin, RN, MSc**

### TBG LEARNING

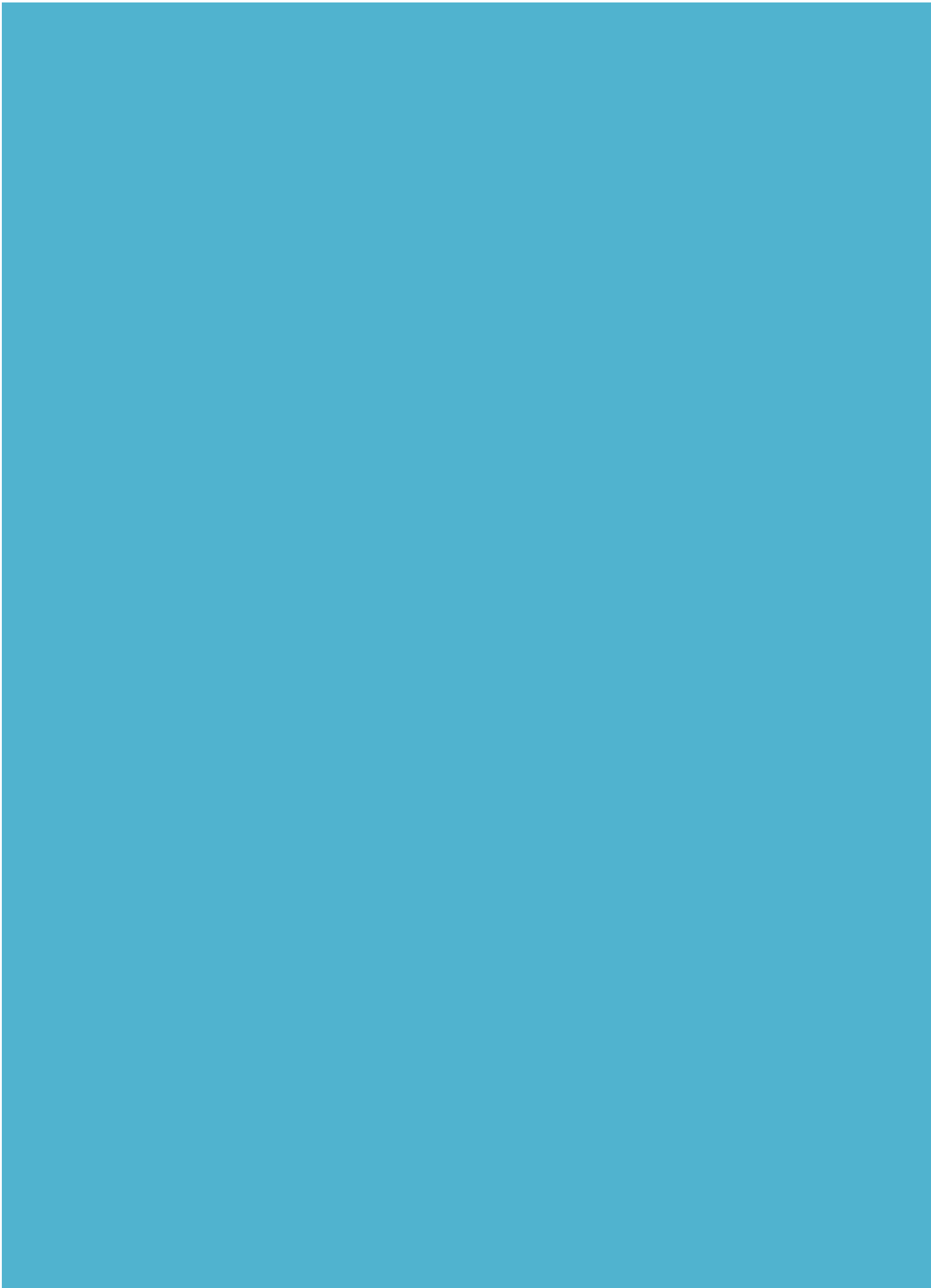
Chief Executive » **Mr M Dunford BSc MBA**  
Director of Finance and MIS » **Mr I Hounslow BA FCMA**  
Director of HR, Continuous Improvement and Employer Division » **Ms S Gidman BA MIPD**

### MOMENTUM

Chief Executive » **Mr I Welsh, MA (Hons), MA, DPSE, FRSA**  
Director of Finance and Administration » **Mr T M Mair, BA, CA**  
Director of Service Development » **Ms L E Kragt, MA, Dip OCC Psych**  
Director of Community Services » **Mrs G McEwan, CQSW, Dip Soc Work Mgt**  
Resource Development » **Mrs L Spowage, MA**  
Programme Development » **Ms N Neilson**  
Communications Manager » **Ms A Lennon, MA**

### THE CHASELEY TRUST

Chief Executive » **Ms S Wyatt, RGN**



# REHAB IN IRELAND

NATIONAL TRAINING & DEVELOPMENT INSTITUTE  
GANDON ENTERPRISES  
REHABCARE  
REHAB FOUNDATION  
REHAB LOTTERIES

# NATIONAL TRAINING AND DEVELOPMENT INSTITUTE (NTDI)



MS D GUNNE  
CHIEF EXECUTIVE, NTDI

WHILST 2003 WAS A CHALLENGING YEAR FOR NTDI, **1,341 FULL CERTIFICATES AND 2,160 RECORDS OF ACHIEVEMENT WERE AWARDED TO VOCATIONAL TRAINEES AND ADULT LEARNERS ACCESSING NTDI PROGRAMMES NATIONALLY AS PART OF OUR STRATEGIC PROVISION OF MAINSTREAM AND COMMUNITY BASED PROGRAMMES CONTRACTED BY OUR PARTNERS FÁS, THE HEALTH BOARDS AND THE PROBATION SERVICES.**

Our difficulties were due chiefly to the fact that in 2003, for the first time since the changeover of responsibility to the Department of Enterprise Trade and Employment and the Department of Health, we received no fee increase for either vocational training or rehabilitative training – despite having incurred a sharp rise in employment costs arising from the national wage agreement. This impacted seriously, both on the organisation's ongoing operations and its ability to develop ground-breaking programmes.

The publication of review documents, including the Bearing Point Review on specialist services in vocational training for people with disabilities and the NDA summary on training and employment information, gave rise to concerns that the mainstreaming issue is fragmented and poorly understood at many levels. We welcome the co-operation with our partners in the delivery of services and FÁS on the initiation of a strategic working group to review progress to date and strategies moving forward.

Despite this difficult environment, demand for service continued to increase with some 4,524 people participating in our programmes during the year. This growth is further testimony to the great efforts that all NTDI staff put into service delivery.

## INNOVATIONS

### Stepping Out

A vocational adjustment programme which aims to reduce recidivism in ex-offenders, the pilot phase of Stepping Out was completed in two Midlands locations. A comprehensive independent evaluation of the programme was completed towards the end of 2003 and we are awaiting future decisions regarding this programme.

### The National Bua Inclusive Education Centre of Excellence

BUA is a national learning support, assessment, educational and vocational guidance service that provides a suite of intervention services on the campus of the Institute of Technology, Blanchardstown (ITB).

A unique partnership between NTDI, the Dyscovery Centre, Cardiff and ITB was formed during 2003 to offer inclusive education services nationally through the development of a novel diagnostic facility together with comprehensive educational, vocational and functional activity support services for people with specific learning disabilities.





We are striving to acquire land to build a new inclusive training and education centre of excellence beside the main campus, offering programmes for the training of professionals; student access programmes; and respite for students who need time out from their studies.

#### Women's Equality Initiative

This project aims to recruit a core group of women with disabilities to undergo an accredited leadership training programme and to set up an advocacy network for other women with disabilities. Blanchardstown Institute of Technology and UCD (Equality Studies) are delivering the training programme in four modules.

#### Quest

Quest provides a resource intensive individualised programme for people with brain injuries in Galway. The programme completed its first full year in 2003 and is already proving itself to be highly effective in providing participants with opportunities for improved health and social gains, community integration and, where appropriate, vocational rehabilitation.

#### Orbis

In 2003, Orbis gained a number of new clients in the private and public sectors and expanded its role in response to demand for equality auditing and diversity awareness training. In association with NTDI and the Cedar Foundation, Orbis also established United Disability Awareness training for representatives of 18 companies in counties Down and Louth.

#### Disability Support Service – FÁS

NTDI is providing pilot support services to staff who are working with people with disabilities attending four FÁS training centres – Finglas, Loughlinstown, Limerick and Shannon. Under the project,

NTDI personnel provide support on a contracted basis to staff and trainees attending centre-based training and apprenticeship courses.

#### Supported Employment

NTDI is represented on 21 consortia which were awarded funding by FÁS under the national supported employment programme. These consortia have been allocated 610 supported employment places for people with disabilities.

### QUALITY INITIATIVES

#### Business Excellence

NTDI's Department of Business Excellence, Standards and Accreditation located to offices in Tallaght training centre. The introduction of the EFQM model to promote continuous improvement commenced with a series of assessor training programmes.

#### Staff Development Review Process

As part of NTDI's commitment to quality and excellence, a staff development review system was developed and piloted in 2003. This process will be introduced, on a gradual basis, throughout the organisation during 2004.

#### European Quality in Rehabilitation Mark (EQRW) Award

NTDI Tallaght became the first training centre to be awarded a prestigious new European-wide quality mark for the standard of its services. NTDI's programme development and chief executive's departments also received the EQRW award.

### STAFF TRAINING AND DEVELOPMENT

Staff members availed of many training and development opportunities during the year, ranging from legislation training and a disability equality programme, to external studies leading to Certificate, Degree, Diploma and Masters qualifications.

# GANDON ENTERPRISES



MR A BALBIRNIE  
CHIEF EXECUTIVE, GANDON ENTERPRISES



DESPITE AN EXTREMELY DIFFICULT ECONOMIC CLIMATE, GANDON ENTERPRISES EXTENDED AND EXPANDED ITS ROLE OF **MAXIMISING INTEGRATED EMPLOYMENT OPPORTUNITIES FOR PEOPLE WITH DISABILITIES IN 2003. WE ALSO CONTINUE TO BE THE LARGEST SINGLE EMPLOYER OF PEOPLE WITH DISABILITIES IN IRELAND.**

It is a source of frustration that the Pilot Programme for the Employment of People with Disabilities, under which Gandon Enterprises was established, has been under review by the Department of Enterprise, Trade and Employment since 2001, with no clear result yet in sight. We obviously have a strong desire to use the knowledge and experience built up in this area over many years to create significant additional job opportunities for people with disabilities. But the limited nature of the Pilot Programme means the full potential of the integrated employment model is not currently being realised.

The concentration of the core Gandon business into three operating areas – recycling, packaging and logistics management continued during the year. This has necessitated a move away from some of our more traditional manufacturing areas. However, we obviously believe this to be in the long term interest of the company. We have a significant market position in each of our three core areas and have continued to invest in these areas, most notably in 2003 with the introduction of an electronic recycling unit in Tallaght and the building of a state-of-the-art clean room facility in Mountmellick.

Whilst 2003 was undeniably a difficult year for our core operations due to a combination of the lack of progress on the funding issue and the poor level of economic activity generally, we believe that the refocusing on our key strategic areas, together with the winning of new business, will make the current year more positive.

A significant plus for Gandon in 2003 was the progress of the Access Ability project, which is funded by the EQUAL initiative of the European Social Fund, in which we are the lead partner. Through Access Ability, it is our intention to communicate the lessons of the integrated employment model to a wider commercial world and to make businesses considerably more aware of the social and economic benefits that can accrue from employing people with disabilities.

## GANDON RECYCLING



**Rehab Recycling** is Ireland's premier post consumer waste recycler with over 1,700 sites collecting and processing over 130 million bottles and 30 million cans. Its customers include all local authorities throughout Ireland, the major Irish drink manufacturers and a large number of hotels and public houses. Rehab Recycling works closely with, and receives significant support from, Repak Ltd.



**Information Security Management** ensures the secure destruction of confidential information for clients including the major banks, insurance companies, hospitals and government departments. The company provides unique tamper-proof 'confi bins' which can hold up to 70 kilogrammes of paper documents.

**Rehab E-Cycle** is a recently launched service to provide a recycling facility for electrical and electronic equipment.

## GANDON PACKAGING



**Galway Corrugated Cases (GCC)** specialises in total packaging solutions for the electronics, pharmaceutical, telecommunications and food sectors and is ISO 9001:2000 approved.

Plant facilities enable the company to offer both high and low volume production of premium packaging materials customised to the needs of hi-tech businesses. Its strength lies in its quick response time, offering a just-in-time service to its major customers. In addition to supplying flat pack, GCC supplies assembled packaging comprising anti-static foam and inserts ready for use on the assembly line. The company also now specialises in high quality presentation packaging, offering customised printing, fabrication, hand-wrapping and assembly packages to the giftware, cosmetic and pharmaceutical sectors, as well as other luxury packaging markets.

**Kilkenny Corrugated Cases** was formed in 1999 as a duplicate of the Galway service to strengthen Gandon's position in the packaging market. It is specifically geared to servicing the southern region.

## GANDON LOGISTICS



**REM Gandon Logistics** provides turnkey solutions to the electronics industry on a 24/7 basis, through an online information system. Located in Raheen in two state of the art facilities, REM is the sole keyboard printing agent for Dell Europe and is ISO 9001:2000 approved.

**Mill Gandon Logistics** offers a highly competitive sub assembly, packaging, cleanroom and non-cleanroom service to multinationals servicing the Irish market.

**PW Gandon Logistics** offers a quality distribution service mainly to customers in the healthcare, medical and industrial sectors. It is Ireland's only licensed supplier of converted Tyvek garments manufactured by Du Pont. The company is ISO 9001:2000 approved.

## Connect Industries



is a joint venture partnership between M&M Qualtech Ltd and Gandon Enterprises. The company provides services to the electronic and computer software markets and also has a facility in The Netherlands.

## Access Ability



is an innovative project supported by the European EQUAL initiative which aims to maximise employment opportunities for people with disabilities by addressing structural, attitudinal and policy issues in the workplace.



# REHABCARE



DR A KERINS

DIRECTOR OF GROUP DEVELOPMENT  
AND PUBLIC AFFAIRS

CHIEF EXECUTIVE, REHABCARE

## 2003 WAS A YEAR OF **SIGNIFICANT ACHIEVEMENT** FOR REHABCARE, IN TERMS OF BOTH THE **DEVELOPMENT OF GROUND-BREAKING NEW HEALTH AND SOCIAL CARE SERVICES** AND THE **EXPANSION OF EXISTING PROGRAMMES.**

A total of 2,876 people accessed almost two and a quarter million hours of service support during the year across the wide range of centre and home-based programmes delivered by RehabCare in communities across Ireland.

A particularly important development was the completion of a strategic review, which has resulted in the production of a comprehensive operational plan for RehabCare and a re-definition of our service models. Another key exercise during 2003 was negotiating with our funders to secure core service deficits on existing services. Other highlights include:

- » The expansion of RehabCare's outreach service in Galway and agreement to deliver a similar service in Wexford for people with an acquired brain injury.
- » The opening of RehabCare's Prader Willi Syndrome residential service in Dublin.
- » The commencement of Carelink's Slán Abhaile hospital discharge programme.

- » A partnership with the Presentation Sisters, Limerick which will lead to the development of a new resource centre, staff training unit and accommodation units at a city centre location.
- » The joint hosting of an international conference on person centred planning.
- » NRAC participation in the delivery of disability awareness training for staff.

Among the many significant achievements by service users during the year were: The contribution of our Special Olympics athletes, performers and volunteers to the success of the World Games; the highly acclaimed production of the 'Wizard of Oz' by the Dundalk-based drama project, Encore Productions; and the presentations delivered by service users on behalf of RehabCare, including one at an international conference in Germany.

Another noteworthy event was the conferral of an honorary Doctorate in Laws by the National University of Ireland on RehabCare's chief executive, Angela Kerins. The award was in recognition of the significant contribution she has made to the disability sector.

### **Resource Centre Services**

At the end of 2003, some 352 people were availing of our resource centre services. Within individual centres, significant health and social gains were made by service users in areas such as personal development; independent living skills; work/life long learning; and social and leisure interest skills.

### **Sheltered Workshops and Supported Work**

RehabCare undertook a pilot review in six sheltered workshops which yielded valuable information on the actions required to develop services and has now been extended to all such locations nationwide.



Another important development was the increase in the numbers of people moving on to community based work from our sheltered workshops. We are now supporting over 100 people to work in the local community. RehabCare also continued to lobby for the implementation of the Draft Code of Practice for Sheltered Occupational Services.

#### CareLink

CareLink services continued to be an area of growth in RehabCare. In addition to the launch of the Slán Abhaile programme, which was benefiting 37 people by the year end, the Mary Aikenhead service underwent significant further expansion.

#### Centre Based Respite Care

Respite care services continued to develop in four centres in counties Limerick, Offaly and Tipperary and were accessed by 336 people during the year.

#### Residential Services

This newly created service area currently incorporates the Longford-based autism service and the Prader Willi Syndrome service in Dublin. These services have clearly established RehabCare as a lead provider of highly specialised residential services – an area where demand is growing rapidly.

#### Supported Accommodation Services

New supported accommodation services commenced in Bray, Dublin, Cavan and Galway. By year end, 38 people were availing of supported accommodation services, with a further 26 accessing hostel services.

#### Independent Living Community Services (ILCS)

ILCS continued to offer a wide range of support services to 29 Centres for Independent Living nationwide. Throughout the year ILCS worked with National University of Ireland in reviewing the Certificate in

Disabilities course and a new pilot course, Certificate in Effective Independent Living, was finalised.

#### Staff Training and Development

Staff training provision continued to grow during 2003 in line with a growth in staffing numbers. An additional full-time trainer position was introduced in early 2003 to address increasing demands. A new module of management training in the area of bullying and harassment was introduced, whilst an IT training programme got under way towards the end of the year.

#### National RehabCare Advocacy Council (NRAC)

NRAC went from strength to strength during 2003 as its activities continued to develop at local, regional and national level. Particular highlights included participation in various European Year of People with Disabilities campaigns and on key RehabCare working groups, as well as securing external funding for advocacy projects.

#### Research and Innovation

The focus for research and innovation within RehabCare for 2003 included:

- » Advocacy
- » Sheltered Workshops
- » Rehabilitative Services
- » Childcare services
- » Elderly
- » Mental Health
- » Traumatic Brain Injury
- » Drama/ Horticulture
- » Autism
- » Respite Models of Care
- » Rare Disabilities

# REHAB FOUNDATION



## REHAB FOUNDATION SCORED A NUMBER OF NOTABLE SUCCESSES DURING 2003, NOT LEAST THROUGH THE DEVELOPMENT OF GROUND-BREAKING ADVOCACY, PUBLIC INFORMATION AND CORPORATE COMMUNICATIONS PROGRAMMES.

Perhaps most significant of all was the success of our Mediability and Educate for Inclusion programmes – both of which reflect Rehab's strong commitment to promoting positive images of people with disabilities and removing barriers that prevent equal participation. Developed in partnership with FÁS, Mediability is a social economy employment programme designed to help address the chronic under-representation of people with disabilities in the Irish media through on the job journalism training.

Ireland's first cross-category disability awareness programme for schools, Educate for Inclusion was endorsed by the Department of Education's Transition Year Co-ordination Bureau as "an invaluable transition resource" after its pilot phase. The programme is now available free of charge to each of the 550 secondary schools running the transition year programme.

In response to a new draft Charter for RTE, which included an unequivocal statement about the need for more programming in areas such as disability, the Communications Department also initiated a project that will result in an eight part disability magazine series appearing on TV in 2004.

### FUNDRAISING

2003 was another good year for fundraising. The contribution of voluntary members was particularly pleasing with church gate collections up significantly. Other main contributors were international walks, the non-stop draw and Rehab radio bingo.

### SPECIAL OLYMPICS

The Communications Department was heavily involved in the Group's contribution to the Special Olympics – most notably through the Rehab corporate stand which was located in the Festival Village during the Games and which won widespread plaudits from the national and international media covering the event. The Department also organised two billboard campaigns for promoting the Group's participation in the event – 'Proud Participants, Proud Supporters' and 'Let's Keep the Flame Burning'.





## PUBLICATIONS

Insight magazine was re-designed during the year and the more user-friendly new version has further strengthened the publication's position as the leading publication serving the Irish disability sector. Plans were also drawn up to develop Employer's Platform, which is a business to business publication dealing with health, safety and diversity issues in the workplace. Meanwhile, special editions of Rehab News were published highlighting the organisation's contribution to the European Year of People with Disabilities and the Special Olympics.

## INTERNATIONAL ACTIVITIES

The Communications Department was extremely active in supporting the international organisations in which Rehab is involved during 2003. Among a wide range of communications activities were the production of Workability International's first annual report and its Reykjavik Declaration document – a 10 year strategy to bring about equality in employment for people with disabilities. We also produced the new EQRM quality mark.

## OTHER ACTIVITIES

In addition to achieving a substantial profile for the Group with both local and national media, a comprehensive communications service was provided to the Group and its divisions. We also co-ordinated a review of the organisation's corporate branding; and implemented a marketing campaign which further increased traffic on the Rehab web site. Meanwhile the People of the Year Awards enjoyed a particularly successful renewal with excellent feedback on the TV coverage, as well as on the event itself.

# REHAB LOTTERIES



DR J MCGUIRE  
MANAGING DIRECTOR,  
REHAB LOTTERIES



THE PURPOSE OF REHAB LOTTERIES IS TO **MAXIMISE THE FUNDS RAISED FOR DESIGNATED PURPOSES WITHIN THE REHAB GROUP** BY SUPPLYING QUALITY AND COMPETITIVE LOTTERY GAMES **SUPPORTED BY EXCELLENT SERVICE**. THE COMPANY ALSO HAS A ROLE IN PROJECT MANAGING OTHER FUNDRAISING INITIATIVES ON BEHALF OF THE REHAB GROUP.

Rehab Lotteries' core business involves the marketing of a range of scratch card games through a network of 1,900 retail agents nationwide. We have been operating this business for 16 years. Four years ago, the company introduced its new Rehab Lotteries UK Lotto product which is now available nationwide through a network of 300 electronic terminals.

Sales of Rehab Lotteries products remained static during 2003, a result that was considered satisfactory in what was a difficult year in the marketplace. In 2003, scratch cards accounted for 75 per cent of total sales. Rehab Lotteries UK Lotto was the next most important product category, accounting for 17 per cent of total sales.

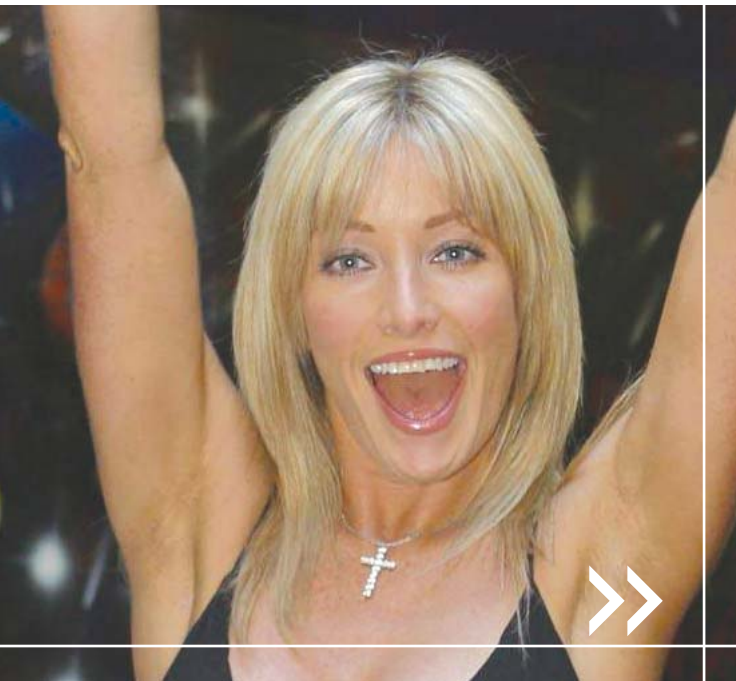
In September, the company launched its new internet-based lottery business in partnership with Lottery Net Services Inc, a US-based company specialised in supplying technology to lottery operators. This activity operates at [www.rehablotteries.com](http://www.rehablotteries.com)

Rehab Lotteries was awarded the Excellence Through People accreditation during the year. Excellence Through People is the national standard for human resource development and is awarded to companies which strive to achieve excellence through the training, development and involvement of their staff.

Overall, Rehab Lotteries' position in the Irish lottery market place continues to be very difficult. The company's ability to develop its business is seriously curtailed by an anti-competitive regulatory regime which aims to protect the State-owned National Lottery.

The prizes in games promoted by Rehab Lotteries may not exceed €20,000 per week and this imposition places the company at a major disadvantage to the National Lottery which has no prize restrictions. These restrictions have huge implications for new product development which is the lifeblood of the business.





The Rehab Group continued to benefit during 2003 from the Charitable Lotteries Fund which was established by the Government to supplement the income of the promoters of charitable lotteries which are experiencing difficulties in competing with the National Lottery.

During the year, Rehab Lotteries project managed two other fundraising initiatives on behalf of the Rehab Group:

- » The Irish Charity Cards project – a corporate and retail Christmas card business which raises funds for Rehab and six other not-for-profit organisations.
- » The Rehab Great Investment Race – a fundraising initiative in which teams of investment managers invest sponsored funds for a year with all profits generated benefiting the Rehab Group. The €600,000 fund available for investment was sponsored by the Atlantic Philanthropies.

The 2<sup>nd</sup> Rehab Great Investment Race generated a profit of €240,375. The participating teams were Bank of Ireland Asset Management, Hibernian Investment Managers, Irish Life Managers, KBC Asset Management, Montgomery Oppenheim Investment Managers and Setanta Asset Management. The Irish Times covered the performance of the teams in the race, won by Bank of Ireland Asset Management which generated the biggest single return.



# REHAB IN THE U.K.

TBG LEARNING  
MOMENTUM  
REHAB UK  
CHASELEY TRUST

# TBG LEARNING



MR M DUNFORD  
CHIEF EXECUTIVE  
TBG LEARNING



TBG LEARNING EXPANDED ITS PORTFOLIO OF PROVISION AND INCREASED ITS MARKET SHARE IN 2003. THROUGH ITS CONTINUED ACTIVE MEMBERSHIP OF THE ASSOCIATION OF LEARNING PROVIDERS AND NATIONAL PROVIDERS SECTOR GROUP, THE COMPANY CONTINUED TO PLAY ITS PART IN BECOMING THE **VOICE OF INDEPENDENT LEARNING AND SKILLS PROVIDERS, RECOGNISED BY GOVERNMENT.**

Meetings took place with the chairman and chief executive of the Learning and Skills Council and with the Secretary of State of the Department for Education and Skills. Effective influence and lobbying is essential, evidenced by fast changing government priorities and by the 20 per cent decline in the number of independent providers during 2003.

The decline in the number of organisations will continue, creating further opportunities for quality based and better performing providers to access and deliver services to more learners. Across all programmes, just over 45,000 learner beneficiaries were accommodated by TBG Learning during the year.

The further education provision was endorsed by all the college principals we partner with, via our newsletter, TBG Times, in which they make very positive comments about the benefits of their continuing association with TBG Learning.

The product portfolio expansion during the year focused particularly on our IT curriculum and the English for Speakers of Other Languages (ESOL) provision. Demand for ESOL provision was high throughout the year as immigration into the UK increased, particularly in London.

Learndirect provision was introduced into Derby and West London during 2003, resulting in all TBG Learning centres now delivering the Government's innovative e-learning initiative. Again ESOL provision was prominent with the introduction of ELLIS, a computer based ESOL learning system. TBG Learning was one of the first organisations to introduce this programme and now enjoys considerable market share of the licences required for delivery, awarded by the University for Industry.

The Jobcentre Plus programmes for long term unemployed adults continue to be an important part of our services, focusing on the most disadvantaged, particularly adults lacking basic literacy and/or numeracy skills. Our job entry rate improved for this group of people, all of whom join us after a long absence from work, and who invariably are lacking motivation and confidence.



TBG Learning offers a number of programmes for young people from 16 to 24 years of age. The Entry to Employment (e2e) programme has been successful with the Careers Service, significantly increasing the number of referrals to us during 2003. Again, most of our young clients come to us with no qualifications or experience of work. They are often demoralised, lacking in confidence and very suspicious of any form of what they regard as authority. This is a challenging programme, for which the organisation was awarded a grade 2 (good provision) in the 2002 Adult Learning Inspectorate inspection. Operating in Essex and South London, this provision will expand to other limited areas of need in 2004.

Throughout the year over 700 young people employed in hospitality, catering, retail and administration were on our Modern Apprenticeship programmes. These Government flagship programmes, which take between one and three years to complete, involve gaining a National Vocational Qualification at levels 2 or 3, as well as acquiring Key Skills certificates in communication, numeracy and IT. Key Skills are mandatory for young people without relevant GCSE passes, a category the vast majority of TBG Learning's clients fall into. Our success rates on this programme are now well above the UK average for the industry sectors in which we work.

During the year re-accreditation of the ISO 9001 quality standard was achieved following external assessment. Investors in People has also recently been re-accredited. Training takes place at all levels in TBG Learning and this is essential to keep ahead of curriculum developments and the ever increasing demands for results and continuous improvement. The 280 formal internal training days and over 190 externally organised training days, covered all aspects of operation and planning from raising and sustaining learner achievement and integrating key skills delivery for young people, to equality and diversity training for all new staff.

New innovations during the year included the setting up of multi-disciplinary Task Groups to aid continuous improvement in specific areas, such as customer service and initial assessment to the marketing of services. A new on-line customer feedback system has been introduced, allowing our learners to tell us what they think about all aspects of their experience. Fast analysis and action resulting from the information gained is already leading to more timely continuous improvement.

The key to future success is in ensuring our clients/learners stay on their programmes and achieve their goals. Currently, over a third of our enrolments come as a result of recommendations from friends and family. This level of client endorsement, combined with increasing levels of referrals from national agencies, such as Jobcentre Plus and the Careers Guidance Services, suggests the quality of service from TBG Learning is both well regarded and much needed.

# MOMENTUM



MR I WELSH  
CHIEF EXECUTIVE, MOMENTUM

ONE OF THE KEY ACTIVITIES OF 2003 WAS THE **RE-BRANDING OF REHAB SCOTLAND AS MOMENTUM**. THE DECISION FOLLOWED CONSULTATION WITH CLIENTS, STAFF AND EXTERNAL STAKEHOLDERS AND THE NAME MOMENTUM WAS CHOSEN TO MORE ACCURATELY REFLECT THE ORGANISATION'S RANGE OF ACTIVITIES.

At the same time, Momentum's services were re-branded to provide a more solid and cohesive identity. The re-branding has been positively received and enables us to continue confidently championing the rights and expectations of people with disabilities and those who are excluded across Scotland.

It was a year of sustained development throughout Momentum's services and of continued growth in the organisation as a whole. Momentum actively increased its partnership working, forging new links with statutory agencies to ensure we continue delivering services in harmony with national social inclusion strategies.

Other organisational achievements in 2003 included:

- » New services in new geographical and functional areas
- » Acquisition development (care and social enterprise organisations)
- » Implementation of staff and management development programmes
- » First internal EFQM evaluation
- » Establishment of Client Council
- » High profile events, including the hosting of EPR seminar on brain injury
- » Establishment of service standards





## DEMAND FOR SERVICES

A number of new services were developed in response to increasing demand:

### STAR

An innovative community rehabilitation programme, STAR (Supported Training and Rehabilitation) supports people in West Glasgow from a chaotic lifestyle to open employment.

### Catalyst

This programme supports people living in Ayrshire who face substance misuse challenges and has a strong emphasis on community networking and collaborative practices.

### Employability

Momentum was awarded a Scottish Prison Service contract to deliver employment training services to prisoners at HMP Edinburgh throughout their sentences and beyond.

### Pathways, Scottish Borders

In the Scottish Borders, the current brain injury service was expanded with the Pathways programme which provides training and employment support opportunities for adults who have sustained a brain injury.

### Access to Work

A national contract to provide support workers for people accessing employment.

### Community Solutions

An individualised 24:7 care package for people with acquired brain injury.

## QUALITY INITIATIVES

Momentum continued its commitment to EFQM with the focus on raising awareness and disseminating information to staff, together with the introduction of a user-friendly self-assessment tool. A comprehensive package of service standards, policies and procedures was produced. The organisation also passed an external audit for SQMS (Scottish Quality Management System) and is currently working towards IIP status.

### Staff Training and Development

The Management Development Programme continued, covering a range of modules. The Momentum Staff Training and Knowledge Programme was also implemented. This is open to all staff to engage in training opportunities.

## SERVICE USER REPRESENTATION

2003 saw the establishment of Momentum's National Clients Council, which gives clients the opportunity to actively contribute to Momentum's development and provides a voice for service users to influence policy issues.

### New Chairman

In 2003 Eric Taylor OBE retired as chairman of Momentum after more than 20 years in the field of disability. Eric has shown tremendous commitment and enthusiasm for improving the quality of life for people with disabilities and Momentum warmly thanks him for his contribution to the organisation. Jim Adamson, who has been a board member since 1998, became chairman in May.

# REHAB UK



## FOLLOWING A DIFFICULT PRECEDING YEAR, 2003 PROVED TO BE ONE OF THE **MOST SUCCESSFUL FOR REHAB UK SINCE ITS FOUNDATION.**

Having instigated a restructuring process to significantly reduce central costs and to expand the range of services offered by our Brain Injury Centres, the organisation experienced a major improvement in its service provision and financial performance.

A new education based curriculum was introduced that allowed us to access a higher rate of funding from our franchise colleges. The delivery challenge has been to establish systems and processes that allow us to deliver education, health and work preparation elements in parallel.

Rehab UK secured a range of statutory service contracts and was successful in its tender application to deliver the new brain injury specific work preparation contract in two centres. Work will continue in 2004 to secure the outstanding health and work preparation contracts.

The external stakeholder response to restructuring, combined with a reduction in available staff time, led to a drop in referral rates that has now been addressed, with numbers recovering to pre-2003 levels.

As a result of the work undertaken, we were able to expand the delivery teams mid year, as well as developing new areas of provision such as the Community Integration and Enablement Service in the North East.

### QUALITY

Rehab UK received a highly complementary and successful re-accreditation status for Investors in People during the year and the organisation also remains committed to the provision of quality services and a cycle of continuous improvement.

Service user representation has expanded with client representatives involved at all sites in areas ranging from programme delivery to staff recruitment. Rehab UK is firmly committed to the principle of user involvement and this project will continue throughout 2004.



# CHASELEY TRUST



MS S WYATT  
CHIEF EXECUTIVE, THE CHASELEY TRUST



## THROUGHOUT 2003, CHASELEY CONTINUED TO **STRENGTHEN ITS POSITION AS A LEADING HEALTH CARE PROVIDER** FOR PEOPLE WITH SPECIFIC DISABILITIES.

At the start of the year, sadly, several service users passed away and we had empty beds. By the springtime there was a waiting list. People with more complex needs and acquired brain injury were admitted for the first time, providing opportunities for staff to learn new skills and expertise.

The social activities programme has expanded. We have forged partnerships with the RNIB (Royal National Institute for the Blind), SASBAH (Sussex Association for people with Spina Bifida and Hydrocephalus) and ESDA (East Sussex Disability Association). Shared activities include various IT courses funded by a Community Fund grant and indoor sports.

We successfully raised funds to create a Snoezelen, a sensory room providing stimulation or relaxation by means of light, sound, touch, smell and taste. The room should be ready early in the summer. We will also be commencing the building of three new rooms in the spring.

Successes in staff training include several staff completing NVQ level 2 or 3 in Care. We worked hard to obtain approval from Brighton University and the Nursing & Midwifery Council to run Nurse Adaptation courses allowing us to train overseas nurses for registration in the UK. The University also granted approval to accommodate medical students – we already accommodate student nurses, whilst student occupational therapists undertake research projects with us.

Discussions with healthcare purchasers are under way and we are formulating a five year plan.

Chaseley remains committed to the EFQM Business Excellence model and we conducted our first self-assessment through multi-disciplinary workshops. Achievements included the formulation of a communication strategy, satisfaction surveys, performance and development reviews and cost reduction/waste management initiatives with a prize for the most innovative idea to minimise waste or save money. The resultant enthusiasm among staff promises favourable results from our planning processes for the coming year.



# REHAB GROUP

SERVICE USER REPRESENTATION

RESEARCH AND INNOVATION

FINANCE

INTERNATIONAL AFFAIRS

REHAB COUNCIL

PUBLIC AFFAIRS

COURSES PROGRAMMES & SERVICES

REHAB GROUP ADDRESSES

# SERVICE USER REPRESENTATION



REHAB GROUP BELIEVES ITS CLIENTS MUST HAVE A SAY IN THE DECISIONS THAT AFFECT THE SERVICES THEY USE. CONSEQUENTLY, SERVICE USER REPRESENTATION AND INVOLVEMENT IS A PRIORITY ACROSS THE GROUP.

## NATIONAL REPRESENTATIVE COUNCIL (NRC)

The NRC underwent a review process in 2003. This firstly involved reviewing the current workings and structures of the NRC as well as communications with the rest of the Rehab Group. Shortcomings within the NRC structure were identified and a means of ensuring more effective service user participation was initiated which will redefine the role of the NRC within NTDI.

In order to facilitate these changes, a new draft constitution has been drawn up which will be presented to trainees and staff early in 2004 for comment and suggestion. The constitution, based on a spirit of mutual respect and co-operation, will give the NRC a solid base on which to rebuild and move forward. Training and information sessions based on the new constitution have been planned.

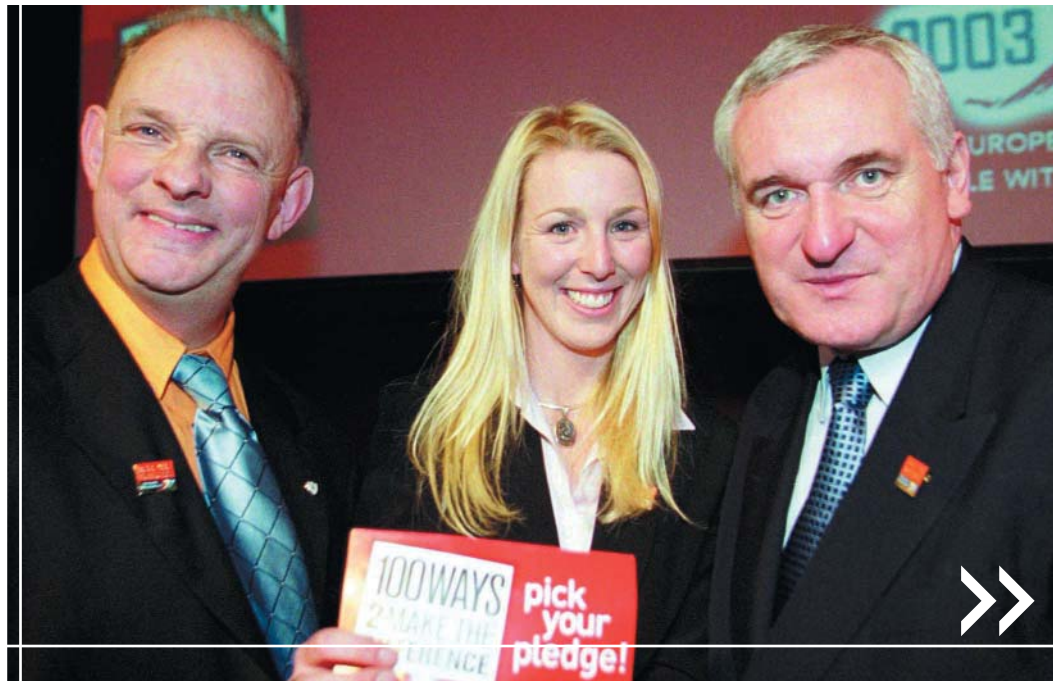
Leadership development training continued to take place in a number of NTDI centres around the country. A comprehensive evaluation of this training was carried out and feedback was extremely positive. More training is planned for 2004.

The NRC carried out a number of information and lobbying campaigns. For example, NRC members lobbied Government officials to try to ensure that the forthcoming Disability Bill would be rights based.

## NATIONAL REHABCARE ADVOCACY COUNCIL (NRAC)

NRAC continued to strengthen during 2003, with clear evidence emerging that more service users than ever recognise its importance within their lives. Particular highlights from the year include:

- » Participation in various European Year of People with Disabilities campaigns.
- » Development of the leadership training programme for all National Committee members.
- » Involvement in the consultation process for the Disability Bill.
- » The production of an NRAC pre budget submission to Government.
- » Active participation on key project groups within RehabCare.
- » The development of an easy to read version of the RehabCare Charter of Rights.
- » Funding secured by NRAC for two advocacy projects.
- » Support in the development of a service user training role on the RehabCare training team.



### ROSLYN PARK STUDENTS UNION

Roslyn Park Students Union provides assistance on a wide range of issues that impact on its membership of more than 200 students, as well as organising a calendar of events to facilitate full participation in college life. It is a fully affiliated member of the Union of Students of Ireland, through which students in Roslyn Park play a leading role in setting agendas for positive change in the wider political sphere.

### REPRESENTATION IN THE UK

Momentum's National Clients Council was established in 2003, enabling clients to actively contribute to the organisation's development and to influence policy issues.

Meanwhile, Rehab UK expanded its service user representation with client representatives now involved at all sites in areas from programme delivery to staff recruitment.

TBG Learning has also introduced a new on-line customer feedback system for its learners, whilst Chaseley has a highly developed system of representation, including the attendance of elected clients at management and trustee meetings.

# DEPARTMENT OF RESEARCH AND INNOVATION



DR D McANANEY  
DIRECTOR OF RESEARCH  
AND INNOVATION

THE DEPARTMENT OF RESEARCH AND INNOVATION SUPPORTS REHAB GROUP IN ITS SEARCH FOR **MORE EFFECTIVE AND RESPONSIVE APPROACHES** AND ITS **DRIVE TOWARDS SERVICE EXCELLENCE**. IT ACTS AS A CATALYST WITHIN THE GROUP FOR THE DEVELOPMENT OF NEW APPROACHES, THE IDENTIFICATION OF NEW TARGET GROUPS, NEW MARKETS, **THE PROMOTION OF CONTINUOUS IMPROVEMENT AND THE TRANSFER OF BEST PRACTICE**.

During 2003, the Department co-ordinated Rehab Group's Business Excellence Strategy and provided substantial assistance to constituent companies in the European Foundation for Quality Management (EFQM) self-assessment process. Most companies succeeded in producing continuous improvement plans for 2004. This was an important milestone for the Group in its endeavour to achieve an award by 2006.

In addition, the Department retained its Excellence Through People (ETP) accreditation with an improved rating and became one of the first organisations in Europe to achieve the European Quality in Rehabilitation Mark (EQRM) in partnership with NTDI.

Support and training were provided to a number of companies in their efforts to achieve ETP accreditation, whilst service user representation and rights were also promoted. The Department also played a key role in supporting the Rehab Council in delivering on its work programme and in producing the Rehab Group operational report.

Transnational partnership projects that were initiated in 2003 included a study of stress as a mediating factor in disability, a survey of the link between illness and exclusion and the development of Diversity Management materials and tools.

Studies completed during the year included an international study of early intervention and return to work and a project to develop web based employment opportunities for people with disabilities.

Important internal initiatives supported during the year included an National Representative Council (NRC) proposal for participant action research into quality of life, a Momentum unmet needs analysis of people with brain injury and a survey of voluntary participation in not-for-profit organisations in Ireland.





The TK Whitaker Leadership in Business project was initiated to give people with disabilities an opportunity to participate in management internships. The Department also launched an information-sharing web based facility that includes a database of all best practice, research and innovation activities throughout the Group.

Significant progress was made in promoting a number of other key issues including the role of rehabilitation in an inclusive society; the challenge of creating user centred organisations; the European accreditation of rehabilitation professionals; the use of the WHO International Classification Function (ICF) in documenting the position of people with disabilities in Ireland; ethical issues in relation to the use of the classification; and measuring the impact of services.

A number of potentially important initiatives were in development during the year, including a pilot project on early return to work for people with back pain, a Certificate in Mental Health Studies and a service development opportunity in Eastern Europe.

The Department also contributed to external initiatives including the NDA Research and Standards Advisory Committees, the National Physical and Sensory Database Committee, the editorial board of Gladnet and the National Secretariat of Rehab International.

# FINANCE



MR K POOLE  
DIRECTOR OF FINANCE AND  
PROJECT DIRECTOR

2003 WAS A SATISFACTORY FINANCIAL YEAR FOR THE GROUP WITH AN OPERATING SURPLUS OF €1.9M (2002: €0.5M). **TURNOVER GREW BY 1.3% TO €148M (2002: €146M)** WHICH REFLECTED AN INCREASE IN ACTIVITY IN SOME AREAS COMBINED WITH A REDUCTION IN COMMERCIAL SALES.

Borrowings at the year-end stood at €6.0m (2002: €13.8m) and the cost of servicing debt reduced to €0.817m (2002: €0.969m) due to a reduction in interest rates and improved cash flow.

In Ireland further progress was made with the Department of Health in addressing the issue of adequate funding for the 1,000 or so long-term clients in our sheltered workshop services. Our commercial activities were restructured away from some of the more traditional manufacturing areas.

Having restructured our activities significantly in 2002, we did see an improvement in the financial stability of our UK services in 2003.

The Board and management of the Rehab Group is committed to maintaining a high standard of corporate governance and continues to utilise controls in the financial, operational, compliance and risk areas.

As a not-for-profit organisation, resources are committed to services for people with disabilities and other socially disadvantaged groups. As the organisation has over 2,500 staff and 15,000 clients, we need to create and hold reserves to support ourselves as an independent, viable undertaking.

Whereas it is the Group's aim that our core services should be self-financing, some of our services are currently operating with deficits. Historically we have developed commercial operations, such as pools, lotteries and fundraising activities to ensure that these deficits are covered and to allow for un-funded innovation in certain service areas. Fundraising is a very competitive business. Most of our fundraising is now event driven rather than the traditional donation type.

We acknowledge with gratitude the contribution by the public authorities both in Ireland and in the UK to the development of our services. During the year the Group spent €8.1m (2002: €8.6m) on capital expenditure, €4.1m of which was funded by way of capital grants from various agencies.



**THE REHAB GROUP**  
(EXTRACTS FROM CONSOLIDATED FINANCIAL STATEMENTS)

**CONSOLIDATED REVENUE ACCOUNT TO DECEMBER 31ST**

TURNOVER

OPERATING SURPLUS

NET INTEREST PAYABLE

TAXATION

MINORITY INTEREST

SURPLUS ATTRIBUTABLE TO THE GROUP

**CONSOLIDATED BALANCE SHEET AS AT DECEMBER 31ST**

FIXED ASSETS

CURRENT ASSETS

STOCKS

DEBTORS

BANK

CREDITORS-AMOUNTS FALLING DUE WITHIN ONE YEAR

NET CURRENT ASSETS

TOTAL ASSETS

CREDITORS-AMOUNTS FALLING DUE AFTER ONE YEAR

**NET ASSETS**

CAPITAL & RESERVES

MINORITY INTEREST

2003

€'000

147,965

2,813

(817)

(142)

(2)

1,852

2003

€'000

69,055

1,394

25,612

11,944

38,950

(26,264)

12,686

81,741

(36,145)

45,596

45,564

2

45,596

2002

€'000

145,978

1,150

(969)

272

66

519

2002

€'000

67,752

2,144

28,783

4,585

35,512

(26,215)

9,297

77,049

(32,683)

44,366

44,336

30

44,366

# INTERNATIONAL AFFAIRS



IN RECENT YEARS THE REHAB GROUP HAS BECOME AN INCREASINGLY INFLUENTIAL PARTICIPANT IN INTERNATIONAL EFFORTS TO **PROMOTE SOCIAL AND ECONOMIC INCLUSION AMONG PEOPLE WITH DISABILITIES AND OTHERS WHO ARE MARGINALISED.**

Membership of these organisations, as well as the Group's NGO status to the United Nations, ensure that our voice is heard at the very highest level by the agencies which determine policy affecting people with disabilities internationally.

It also assists the Group divisions to continue achieving service excellence at home through the sharing of expertise and experience with other world class organisations across the globe.

## **WORKABILITY INTERNATIONAL (WI)**

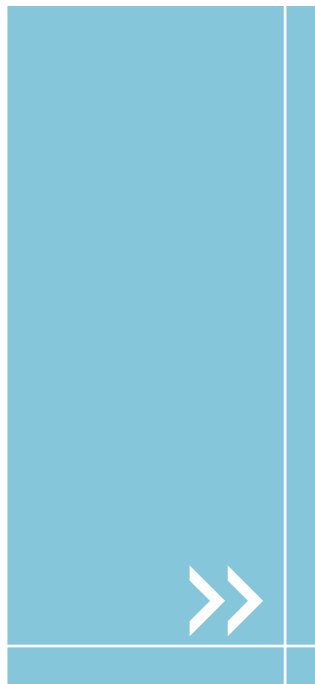
Under the leadership of Frank Flannery as its world president, WI has doubled its membership to around 60 members in the last 12 months – and in the process has transformed itself into a truly global organisation.

In addition to American and European regional groups, the influx of new members will result in the setting up of groups representing Asia and Oceania during 2004. WI will also be developing its presence in Africa and the Middle East in the near future. Significant business opportunities are continuing to emerge from our participation in the organisation – including a retail store which is due to open in the UK in the spring as the result of a partnership between Rehab, the UK's Shaw Trust and US-based Goodwill Industries.

Meanwhile, Gandon Enterprises is also co-operating with other European organisations to capitalise on E-Recycling opportunities arising from a new EU directive on the dumping of electrical and electronic equipment.

## **EUROPEAN PLATFORM FOR REHABILITATION (EPR)**

RehabCare and NTDI staff members participated in numerous EPR activities in 2003, including the development of the European Quality in Rehabilitation Mark and a training needs analysis to identify relevant activities for the Academy's 2004 programme and ensure these meet the needs and interests of participating organisations.



New projects developed and piloted in 2003 included a Self-Evaluation of Wellbeing Questionnaire by the Mental Health Group and a pre-vocational programme, piloted in Ireland, Portugal and The Netherlands by the Women in Vocational Rehabilitation Group. Publications included a study on rehabilitation structures and services in EU candidate countries.

The primary focus of RehabCare's involvement was within the EPR's Health and Social Care Forum. Activities included the development of a detailed service mapping process and consultation on the new EPR knowledge management centres.

### UNITED NATIONS

Rehab Group continues to hold consultative status with the Economic and Social Council of the United Nations (ECOSOC) and engages frequently through the Conference of Non Governmental Organisations (CONGO). The development of a UN Convention on the Rights of People with Disabilities made some progress in 2003 and a working group to draft this will begin in 2004.

Rehab Group personnel were appointed to the Department of Foreign Affairs Committee on Human Rights and have been monitoring events abroad which impact on the lives of people with disabilities.

### INTERNATIONAL VISITORS

In recent years there has been significant interest in Rehab Group from international organisations in European Union Accession states. In 2003 groups from Poland, Hungary, Norway, Australia and Hong Kong visited the Rehab Group.

# REHAB COUNCIL



## REHAB COUNCIL'S PURPOSE IS TO PROTECT THE POLICIES, ETHOS, VALUES AND STANDARDS OF THE REHAB GROUP.

Membership is made up of volunteers, service users and carer representatives, disability activists and professional staff. The Council has monitoring responsibilities in areas of:

- » Relevance to user needs and markets
- » Quality and integrity in service delivery
- » Policies, ethos and organisational culture
- » Changes in the internal and external environment

### RESEARCH AND INNOVATION

The Rehab Council's key activities in 2003 included a significant contribution to the review of the Rehab Group's values, as well as an analysis of major changes in the Rehab Group's external environment.

2003 saw the launch of a new Intranet website [www.rehabinfo.org](http://www.rehabinfo.org). This information sharing facility provides details of research, innovation and best practice projects carried out by the Rehab Group in Ireland and the UK during the last two years and will continue to be regularly updated.

The major focus of the annual seminar was good practice in service user participation. The seminar highlighted the extent of effective user participation throughout the Rehab Group and provided models of good practice that have been disseminated throughout the Group.

In 2001 the Rehab Group embarked upon the European Foundation for Quality Management (EFQM) process and the Rehab Council contributed to the process in 2003 by carrying out a self assessment of its activities. The results have led to a continuous improvement action plan that will be implemented in 2004.

# PUBLIC AFFAIRS



2003 WAS A REMARKABLE YEAR FOR THE DISABILITY SECTOR IN IRELAND. THE EUROPEAN YEAR OF PEOPLE WITH DISABILITIES (EYPD) AND SPECIAL OLYMPICS WORLD SUMMER GAMES ENSURED AN **UNPRECEDENTED** LEVEL OF MEDIA COVERAGE AND PUBLIC AWARENESS OF ISSUES RELATING TO PEOPLE WITH DISABILITIES.

Throughout the year the Public Affairs Department supported the inclusion of hundreds of service users and staff in these events, with particular involvement in the EYPD *Make The Difference* campaign. Intensive support was provided to various campaigns, as well as assistance to external organisations seeking to participate in the EYPD.

Rehab Group's sponsorship of the World Games was co-ordinated by the Department, along with a ceremony to honour our medal winners not just at the World Games, but also the preceding National and European versions of the event.

Part of the Department's role is to monitor relevant legislation and policy. In 2003 this included the publication of the Education for Persons with Disabilities Bill. Following a detailed submission to Government and presentations to the Oireachtas Committee on Education and Science, some of our suggested amendments were accepted. A presentation was also made on the European Convention on Human Rights Bill to the Joint Oireachtas Committee on Justice, Equality and Women's rights. Other submissions were made on the EU Charter of Fundamental Rights and on Health Services Reform.

Rehab Group participated through the Not for Profit Business Association in the Disability Legislation Consultation Group, which published its proposals in February. Other relevant developments included the announcement of impending health service reforms, reforms to company law and the launch of a consultation paper on reforms to legislation in the charity sector.

The Department actively participates in relevant external committees including the Dublin City Community Forum Disability Focus Group, the Human Rights NGO Committee of the Department of Foreign Affairs and the Not for Profit Business Association Policy Committee.



# COURSES, PROGRAMMES AND SERVICES

## NTDI

### Rehabilitative/Foundation Training

(Exploration and development of personal, social, community, vocational and life skills)

- » Rehabilitative Training
- » Foundation Training
- » Directions
- » Options
- » Skills for Life
- » Home Link
- » Access
- » Link
- » Choices
- » New Voyages
- » Turas
- » Camus
- » Prospect
- » Silenos

### Access & Learning Foundation

(Exploration and clarification of further educational and training options)

- » College Start
- » Pre-Training Learning Foundation
- » Psychosocial Foundation
- » Pre-Training Assessment
- » Pathways Mobile Training

### Introductory Skills Training & Career Exploration

(Exploration of career options and the development of vocational and personal skills)

- » Introductory Skills Training
- » Advance
- » Transition
- » Fresh Start/New Start

### Specific Skills Training

(Skills Training programmes in specific vocational areas)

#### Centre Based

- » Information Technology
- » Electronics Assembly
- » Welding & Fabrication
- » Catering Assistant
- » Vocational Multi-Skills

- » IT with Office Skills
- » Retail Operations
- » Secretarial & Business Studies
- » Graphic Design
- » Cookery Skills
- » Horticulture
- » Business Studies & Finance
- » IT and Computer Maintenance
- » Computer Programming
- » Computer Skills & Telephony
- » Digital Photography
- » Performing Arts
- » Art Link
- » Upholstery
- » Woodwork Multi-Skills
- » Bakery Skills
- » Accommodation Services

#### Externally/Community Based

- » Employer Based Training
- » IT by Distance Learning
- » Supported Employment

#### Other Programmes/Services

- » Stepping Out
- » Quest/Brain Injury Services Ireland
- » Residential Post Addiction Rehabilitation Service
- » Creative Training Solutions
- » FÁS Disability Support Service
- » Pre-Training Assessment Service
- » CDVEC Disability Support Services
- » Bua

## REHABCARE

### Resource Centres

- » Personal Development
- » Independent Living Skills
- » Community Integration Programmes
- » Supported Work Programmes
- » Social and Leisure Programmes

### Centre-Based Respite Care

- » Physical/Sensory
- » Autism
- » Learning Disability

### Residential Care

- » Autism Residential Care
- » PWS Residential Care

### CareLink

- » Home Support
- » Home-Based Respite Care
- » Home Help Service
- » Hospital Discharge Service

### Supported and Independent Accommodation

### RehabCare Training Services

- » Foundation I
- » Foundation II

### Elective Courses

- » Effective Report Writing
- » Essential Presentation Skills
- » Selection Interviewing Skills
- » Managing the Probation Period
- » Occupational First Aid
- » Vehicle Hoist Management
- » Customer Service Workshop
- » Conflict Resolution
- » Crisis Prevention

### Sheltered Workshops

- » Commercial Activities
- » Supported Work
- » Personal Development Programmes

## TBG LEARNING

### FURTHER EDUCATION

(Learning opportunities providing new skills and improving career and employment prospects)

- » Vocational areas
- » Word Processing
- » Business Administration
- » Basic Skills
- » New Computer Literacy and Information Technology
- » European Computer Driving Licence (ECDL)
- » English for Speakers of Other Languages
- » Electronics
- » Start IT
- » Certificate and Diploma for IT Users

- » Diploma for IT Practitioners
- » Certificate in Computer Maintenance and Installation (A+)

#### **JOBCENTRE PLUS**

(Learning opportunities to maximise long term unemployed people's chances of re-entering and sustaining employment)

#### **Basic Employability Training**

(Includes all vocational areas)

#### **Short-Job Focused Training**

(2-6 week courses)

#### **Vocational areas**

- » Security Guarding
- » Administration/IT
- » Retail
- » Electronic Engineering
- » Hospitality and Catering

#### **Longer Occupational Training**

(6-52 week courses)

#### **Vocational areas**

- » Security Guarding
- » Administration/IT
- » Retail
- » Electronic Engineering
- » Hospitality and Catering

#### **New Deal 25+ Gateway**

(Job searching and transferable skills training covering all vocational areas)

#### **New Deal 25+**

Intensive Activity Period

(Courses up to 13 weeks)

#### **Vocational areas**

- » Administration/IT
- » Retail
- » Security
- » Work Experience
- » Electronic Engineering

#### **New Deal 18-24 full time Education and Training Option**

(2-52 week courses)

#### **Vocational Areas**

- » Security Guarding
- » Administration/IT
- » Retail
- » Electronic Engineering

#### **Short Intensive Basic Skills**

(2-4 week job searching skills course covering all vocational areas)

#### **Independent Assessment**

(Half day basic skills assessment)

### **WORK-BASED LEARNING FOR YOUNG PEOPLE**

(Foundation and Advanced Modern Apprenticeships for employed 16-24 year olds at their workplace).

#### **Vocational Areas**

- » Retail
- » Hospitality & Catering
- » Customer Service
- » Management
- » Administration
- » Warehousing

### **LIFE SKILLS/ENTRY TO EMPLOYMENT (E2E)**

(An individual learner led programme for disadvantaged/unemployed young people aged 16-19).

### **MOMENTUM**

#### **ACCESS AND FOUNDATION COURSES**

- » Induction
- » GOALS Motivational Training
- » Independent Living Skills
- » Lifestyle Management
- » Social and Leisure Programmes
- » Personal Development
- » ENERGISER
- » Fresh Start
- » Study Skills and Learning Support
- » Disability Management

#### **EMPLOYMENT SERVICE CONTRACTED PROGRAMMES**

- » Personal Development
- » Work Preparation
- » Work Step
- » Gateway to Work
- » New Deal (under 25's)

#### **ACCREDITED TRAINING COURSES**

including vocational training (City & Guilds and Scottish Qualifications Authority)

- » Induction
- » Profile of Achievement
- » Job Seeking Skills
- » Start IT
- » Using Information Technology
- » European Computer Driving Licence
- » Administration
- » Desktop Publishing

- » Catering and Hospitality
- » Food Hygiene Practices
- » Retailing
- » Distributive Operatives

#### **Service Areas**

- » Assessment and Early Intervention
- » Vocational Rehabilitation
- » Community Integration
- » Vocational Training
- » Personal Development
- » Employment Support
- » Pre-vocational
- » Job Brokerage
- » Vocational Case Management
- » Social Enterprises
- » Job Retention
- » Aftercare

### **REHAB UK**

#### **Vocational Training**

(Comprehensive assessment, training and job coaching delivered at all Brain Injury Centres).

#### **Transitions Programme**

(For school leavers who have not adequately completed their secondary education following a brain injury during childhood).

#### **Community Integration**

(Rehabilitation training and advice to clients who are not ready, or who are unable, to benefit from our vocational services).

#### **Case Management**

#### **Coventry Project**

(a day centre in Coventry which provides support and facilities to elderly people).

### **THE CHASELEY TRUST**

Residential Care Services

### **DEPARTMENT OF RESEARCH AND INNOVATION**

#### **Research Services**

[Including a literature search service; support in proposal writing; and advice on research design and data analysis].

### **REHAB FOUNDATION**

#### **Mediability**

[Social economy employment programme]

# LOCATION OF REHAB GROUP SERVICES







- 1 BANTRY
- 2 CORK
- 3 TRALEE
- 4 PATRICKSWELL
- 5 LIMERICK
- 6 CLONMEL
- 7 WATERFORD
- 8 WEXFORD
- 9 KILKENNY
- 10 NENAGH
- 11 CARLOW
- 12 ARKLOW
- 13 PORTLAOISE
- 14 MOUNTMELICK
- 15 KILDARE
- 16 BRAY
- 17 GALWAY
- 18 TULLAMORE
- 19 NAAS
- 20 DUBLIN
- 21 DUNBOYNE
- 22 MULLINGAR
- 23 ATHLONE
- 24 NAVAN
- 25 COOLAMBER
- 26 DROGHEDA
- 27 LONGFORD
- 28 CASTLEREA
- 29 CASTLEBAR
- 30 SLIGO
- 31 BALLINAMORE
- 32 CAVAN
- 33 DUNDALK
- 34 MONAGHAN
- 35 LIFFORD
- 36 MILFORD
- 37 ABERDEEN
- 38 GLASGOW
- 39 PAISLEY
- 40 EDINBURGH
- 41 IRVINE
- 42 NEWCASTLE
- 43 DERBY
- 44 BIRMINGHAM
- 45 COVENTRY
- 46 COLCHESTER
- 47 CLACTON-ON-SEA
- 48 BARKING
- 49 GRAVESEND
- 50 LONDON
- 51 DARTFORD
- 52 EASTBOURNE
- 53. KILLYBEGS
- 54. NEWBRIDGE
- 55. ATHY
- 56. MAYNOOTH
- 57. LISTOWEL
- 58. COBH
- 59. KELSO

**IRELAND**

- NTDI
- GANDON ENTERPRISES
- REHABCARE

**UK**

- TBG LEARNING
- REHAB UK
- MOMENTUM
- CHASELEY TRUST

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## CAMUS

50 Pleasant Street, Dublin 8

An Siopa,  
Leinster House,  
Kildare Street, Dublin 2

Ulster Bank,  
Georges Quay, Dublin 2

AIB Bank Centre,  
Ballsbridge, Dublin 4

Vodafone  
Central Park, Mountainview,  
Leopardstown, Dublin 18

## Roslyn Park College

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### Response Electronic Manufacturing (R.E.M.)

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### The Mill Enterprise

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### Precision Workwear

General Manager: Michael Horgan  
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Contact: John Doyle

### Connect Industries

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## REHABCARE

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### RESOURCE CENTRES

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#### Bantry Resource Centre

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**Dunboyne Resource Centre**

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 Dundalk House, Carroll Village,  
 Church Street, Dundalk, Co Louth  
 Tel: 042 932 8766 Fax: 042 932 8769  
 Email: dundalk@rehabcare.ie

**Galway Resource Centre**

Finbar Colfer  
 24 Heather Grove, Mervue, Galway  
 Tel/Fax: 091 755517  
 Email: galway@rehabcare.ie

**Kilkenny Resource Centre**

Mary Mulrooney  
 Good Shepherd Centre,  
 Church Lane, Kilkenny  
 Tel: 056 777 56664 Fax: 056 777 56668  
 Email: kilkenny@rehabcare.ie

**Limerick Resource Centre**

Philip Atkinson  
 11 John Street, Limerick  
 Tel: 061 312 876 Fax: 061 312 643  
 Email: limerick@rehabcare.ie

**Nenagh Resource Centre**

Martina O'Reilly  
 1 St Conlons Road, Nenagh, Co Tipperary  
 Tel: 067 430 46 Fax: 067 430 47  
 Email: nenagh@rehabcare.ie

**Sligo Resource Centre**

Eamonn Wheeler  
 Abbeyville, St. Anne's, Sligo  
 Tel: 071 915 0385 Fax: 071 914 5153  
 Email: sligo@rehabcare.ie

**HOME SUPPORT****Dublin Home Based Respite**

RehabCare, Roslyn Park,  
 Beach Road, Sandymount, Dublin 4  
 Tel: 01 205 7361 Fax: 01 205 7282

**Home First**

Amy O'Malley  
 NTDI Swords Training Centre,  
 Balheary Industrial Park,  
 Swords, Co Dublin  
 Tel: 01 840 6208 Fax: 01 840 8175  
 Email: amyomalley@rehabcare.ie

**Limerick Home Based Respite**

Siobhan Barry  
 11 John Street, Limerick  
 Tel: 061 312 876 Fax: 061 312 643  
 Email: siobhan.barry@rehabcare.ie

**Mary Aikenhead Home Help**

Nicola Scudds  
 RehabCare, Roslyn Park, Beach Road,  
 Sandymount, Dublin 4  
 Tel: 01 205 3789 Fax: 01 205 7282  
 Email: nicky.scudds@rehabcare.ie

**Mayo PA/Home Support**

Pat Lillis  
 c/o The Parish Centre, Chapel Lane,  
 Castlebar, Co Mayo  
 Tel: 094 903 4980 Fax: 094 904 4974

**Monaghan Home Support**

Linda Moore  
 Derrylossett, Rockcorry, Co Monaghan  
 Tel/Fax: 042 974 2234

**Slan Abhaile**

Lynsey Jones  
 RehabCare, Roslyn Park, Beach Road,  
 Sandymount, Dublin 4  
 Tel: 01 205 7347 Fax: 01 205 7282  
 Email: lynsey.jones@rehabcare.ie

**Sligo Home Support**

Eamonn Wheeler  
 Abbeyville, St. Anne's, Sligo  
 Tel: 071 915 0385 Fax: 071 914 5153  
 Email: barry.sweeney@rehab.ie

**Waterford Home Support**

Barbara Kellett  
 Whitemill Industrial Estate, Wexford  
 Tel: 087 296 0336 Fax: 053 45447

**Wexford Home Support**

Barbara Kellett  
 Whitemill Industrial Estate, Wexford  
 Tel: 087 296 0336 Fax: 053 45447

**Wicklow Home Based Respite**

Barbara Kellett  
 Bray Learning Centre, Boghall Road,  
 Bray, Co Wicklow  
 Tel: 01 272 3413 Fax: 01 272 3408  
 Email: barbara.kellett@rehabcare.ie

**ACCOMMODATION SERVICES****Ballinamore Supported Accommodation**

Sheila O'Dowd  
 Tel: 07196 441 32  
 Email: sheilaodowd@rehab.ie

**Bantry Hostel**

Alison Steeds  
 Tel: 027 53698  
 Email: alison.steeds@rehab.ie

**Bray Supported Accommodation**

Shauna Rafferty  
 Tel: 01 274 5185

**Castlebar Supported Accommodation**

Lorraine Gibbons  
 Tel: 094 904 3055

**Cavan Supported Accommodation**

Bernard McVeigh  
 Tel: 049 433 1161

**Drogheda Supported Accommodation**

Aveen Toner  
 Tel: 042 932 8766  
 Email: aveen.toner@rehabcare.ie

**Dundalk Supported Accommodation**

Aveen Toner  
 Tel: 042 932 8766  
 Email: aveen.toner@rehabcare.ie

**Galway Supported Accommodation**

Finbar Colfer  
Tel: 091 764079  
Email: finbar.colfer@rehabcare.ie

**Lifford Supported Accommodation**

Martin McIvor  
Tel: 074 914 1430  
Email: lifford@rehabcare.ie

**Monaghan Supported Accommodation**

Judith Arnott  
Tel: 047 81115  
Email: monaghan@rehabcare.ie

**Nenagh Supported Accommodation**

Martina O'Reilly  
Tel: 067 43046

**Prader Willi Syndrome Supported Accommodation**

Grainne McCarrick  
Tel: 01 278 1780  
Email: grainnemccarrick@rehabcare.ie

**Sligo Supported Accommodation**

Eamonn Wheeler  
Tel: 071 915 0385  
Email: sligo@rehabcare.ie

**Tralee Hostel**

Michael Barton  
Tel: 066 719 0599  
Email: mike.barton@rehabcare.ie

**RESPIRE SERVICES****Clonmel Respite Centre**

Bernie Kennedy  
Northfields, Fethard Road,  
Clonmel, Co Tipperary  
Tel: 052 22817 Fax: 052 22827  
Email: bernie.kennedy@rehabcare.ie

**Limerick Autism Respite Service**

Rita Coffey  
Red House, Red Hill,  
Patrickswell, Co Limerick  
Tel: 061 355125 Fax: 061 320049  
Email: RCAA.limerick@rehab.ie

**Limerick Physical and Sensory Respite**

Kathleen Dalton  
Cairdeas, Clough Keating,  
Patrickswell, Co Limerick  
Tel: 061 320075 Fax: 061 498079  
Email: cairdeas@rehabcare.ie

**Tullamore Autism Respite Service**

Mary Conroy Thoms  
Charleville Cottage, Charleville Road,  
Tullamore, Co Offaly  
Tel: 0506 29991 Fax: 0506 29819  
Email: charlevillecottage@rehabcare.ie

**RESIDENTIAL CARE****Longford Autism Service**

Stephen Buckley  
Highfield House, Knockloughlin, Co Longford  
Tel: 043 44043 Fax: 045 44045  
Email: stephen.buckley@rehabcare.ie

**Prader Willi Syndrome Service**

Graffin  
Leopardstown Road, Foxrock, Dublin 18  
Tel: 01 289 9347  
Email: grainnemccarrick@rehabcare.ie

**SHELTERED WORKSHOPS****Athlone Sheltered Workshop**

Veronica Cullinan  
Crescent House, The Crescent,  
Railway Road, Athlone, Co Westmeath  
Tel: 090 649 1452 Fax: 090 649 1454  
Email: athlone@rehabcare.ie

**Ballyfermot Sheltered Workshop**

Des North  
Kylemore Life House, Kylemore Road,  
Ballyfermot, Dublin 10  
Tel: 01 626 9979 Fax: 01 626 1145  
Email: ballyfermot@rehabcare.ie

**Bantry Sheltered Workshop**

Alison Steeds  
Drumleigh South, Bantry, Co Cork  
Tel: 027 513 14 Fax: 027 532 90  
Email: bantry@rehabcare.ie

**Blennerville Sheltered Workshop**

Mike Barton  
Blennerville, Tralee, Co Kerry  
Tel: 066 719 0559 Fax: 066 713 0560  
Email: mike.barton@rehabcare.ie

**Bray Sheltered Workshop**

Aisling Maher  
Beechwood Close, Boghall Road,  
Bray, Co Wicklow  
Tel: 01 282 9643 Fax: 01 282 9904  
Email: bray@rehabcare.ie

**Carlow Sheltered Workshop**

Eamonn McSteen  
Killeshin Road, Graiguecullen, Carlow  
Tel: 059 913 2266 Fax: 059 914 1788  
Email: carlow@rehabcare.ie

**Castlebar Sheltered Workshop**

Lorraine Gibbons  
Breaffy Road, Castlebar, Co Mayo  
Tel: 094 904 3055 Fax: 094 902 6190  
Email: castlebar@rehabcare.ie

**Castlerea Sheltered Workshop**

Miriam Mannion  
Church Road, Castlerea,  
Co Roscommon  
Tel: 094 962 2972 Fax: 094 962 2044  
Email: castlerea@rehabcare.ie

**Cavan Sheltered Workshop**

Bernard McVeigh  
Moyné Hall, Ballinagh Road, Cavan  
Tel/Fax: 049 433 1161  
Email: cavan@rehabcare.ie

**Clonmel Sheltered Workshop**

Sinead McGrath  
Bridgewater House, Old Waterford Road,  
Clonmel, Co Tipperary  
Tel: 052 22817 Fax: 052 22827  
Email: bernie.kennedy@rehabcare.ie

**Costello Sheltered Workshop**

Finbar Colfer  
Unit 7, Industrial Estate, Costello, Co Galway  
Tel: 091 572210 Fax: 091 572370  
Email: costello@rehabcare.ie

**Douglas Sheltered Workshop**

Brian Desmond  
Brandon House, Dosco Industrial Estate,  
South Douglas Road, Cork  
Tel: 021 436 2701 Fax: 021 436 1283  
Email: douglas@rehabcare.ie

**Dundalk Sheltered Workshop**

Heather Alexander  
Coes Road, Dundalk, Co Louth  
Tel: 042 933 4726 Fax: 042 933 2807  
Email: dundalk@rehabcare.ie

**Galway Sheltered Workshop**

Finbarr Colfer  
Parkmore Industrial Estate, Galway  
Tel: 091 764 079  
Email: galway@rehabcare.ie

**Hollyhill Sheltered Workshop**

Aidan O'Brien  
Hollymount Industrial Estate,  
Hollyhill, Cork  
Tel: 021 430 0144 Fax: 021 430 0089  
Email: aidanobrien@rehabcare.ie

**Kildare Sheltered Workshop**

Brendan North  
Unit 2C, Kildare Enterprise Centre,  
Melitta Road, Kildare, Co Kildare  
Tel: 045 521 093 Fax: 045 521 101  
Email: brendanorth@rehabcare.ie

**Lifford Sheltered Workshop**

Martin McIvor  
Finn Valley Enterprise Park,  
Lifford, Co Donegal  
Tel: 074 914 1430 Fax: 074 914 1188  
Email: lifford@rehabcare.ie

**Monaghan Sheltered Workshop**

Judith Arnott  
Rooskey, Co Monaghan  
Tel: 047 81115 Fax: 047 84037  
Email: monaghan@rehabcare.ie

**Navan Sheltered Workshop**

Bernadette McCormack  
Mullaghboy Industrial Estate, Athboy,  
Navan, Co Meath  
Tel: 046 907 8978 Fax: 046 902 1478  
Email: navan@rehabcare.ie

**Park House Day Centre**

Dorothy McKeon  
Polio Fellowship of Ireland, Park House,  
Stillorgan, Co Dublin  
Tel: 01 205 5360 Fax: 01 212 1539  
Email: parkhouse@ntdi.ie

**Portlaoise Sheltered Workshop**

22 Lower Main Street, Portlaoise, Co Laois  
Tel: 0502 60426 Fax: 0502 20961  
Email: portlaoise@rehabcare.ie

**Sligo Sheltered Workshop**

Abbeyville, St Annes, Sligo  
Tel: 071 915 0385 Fax: 071 914 5153  
Email: sligo@rehabcare.ie

**Tallaght Sheltered Workshop**

Des North  
77 Broomhill Road,  
Tallaght Industrial Estate, Dublin 24  
Tel: 01 452 5777 Fax: 01 452 5412  
Email: des.north@rehabcare.ie

**Tullamore Sheltered Workshop**

Gerard Kirwan  
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Tullamore, Co Offaly  
Tel: 0506 24613  
Email: tullamore@rehabcare.ie

**Waterford Sheltered Workshop**

Donal O'Brien  
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Cork Road, Waterford  
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**Wexford Sheltered Workshop**

Gordon Rochford  
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**Newgrove Housing Association**

Pat Costelloe  
RehabCare, Roslyn Park,  
Beach Road, Sandymount, Dublin 4  
Tel: 01 205 7397 Fax: 01 205 7335  
Email: pat.costelloe@rehabcare.ie

**Independent Living Community Services**

Peter McKeivitt  
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**RESEARCH & INNOVATION**

NTDI Building, Beechwood Close,  
Boghall Road, Bray, Co Wicklow  
Tel: 01 272 3405

**Workforce Plus**

Dr Colin Gallagher  
College House, Rock Road,  
Blackrock, Co Dublin  
Tel: 01 205 7200

**REHAB LOTTERIES**

Unit 2, Blackhall Court,  
Blackhall Place, Dublin 7  
Tel: 01 679 7088 Fax: 01 679 1502

**THE CARE TRUST**

10 Parnell Square East, Dublin 1  
Tel: 874 8626 Fax: 874 0051  
Email: smullins@give.ie

**TBG LEARNING****Head Office**

Lombard House,  
145 Great Charles Street,  
Birmingham B3 3JR  
Tel: 0121 200 1140  
Fax: 0121 233 0573/9567

**TBG Learning Barking**

Unit 5 Monteagle Court,  
Wakering Road, Barking,  
Essex IG11 8PD  
Tel: 020 8507 1377 Fax: 020 8507 1296

**TBG Learning Tower Hamlets**

Truman Building, 91-95 Brick Lane,  
London E1 6QL  
Tel: 020 7247 0036 Fax: 020 7426 0560

**TBG Learning Newham**

1A Cloughton Road, Newham,  
London E13 9PN  
Tel: 020 8548 9489 Fax: 020 8472 1022



## BRAIN INJURY

### Pathways

South Wing, Migvie House,  
23 North Silver Street, Aberdeen AB10 1RJ  
Tel: 01224 625 580 Fax: 01224 625 581  
Email: info.pathwaysaberdeen@momentum  
scotland.org

### Integrate & Pathways

Unit 5, Abbotsford Court Business Centre,  
Kelso TD5 7BQ  
Tel: 01573 229728/229730 Fax: 01573 229729  
Email: info.integrateborders@momentum  
scotland.org  
Email: info.pathwaysborders@momentum  
scotland.org

### Access & Pathways

7th Floor, Savoy Tower,  
77 Renfrew Street, Glasgow G2 3BZ  
Tel: 0141 333 0567 Fax: 0141 333 1678  
Email: info.accessglasgow@momentum  
scotland.org

### Pathways

Eglinton Disability Resource Centre  
Pavilion 9, Ayrshire Central Hospital,  
Kilwinning Road, Irvine KA12 8SS  
Tel: 01294 311433  
Email: info.pathwaysayrshire@momentum  
scotland.org

## MENTAL HEALTH

### Fresh Start

6th Floor, Savoy Tower,  
77 Renfrew Street, Glasgow G2 3BZ  
Tel: 0141 354 0200 Fax: 0141 354 0201  
Email: info.freshstart@momentumscotland.org

### Work Matters

The Charleston Centre  
49 Neilston Road, Paisley PA2 6LY  
Tel: 0141 842 3410 Fax: 0141 842 3418  
Email: info.workmatters@momentum  
scotland.org

### ESTeam (Employment Support Team)

Trinity Quay House  
49-51 Market Street, Aberdeen AB11 5PZ  
Tel: 01224 587 777 Fax: 01224 589 599  
Email: esteam@momentumscotland.org

### TBG Learning Essex

Portal House, 27 Southway,  
Colchester CO2 7BA  
Tel: 01206 366341 Fax: 01206 366358

### TBG Learning Tendring

103-105 Carnarvon Road,  
Clacton-on-Sea CO15 6QA  
Tel: 01255 430053 Fax: 01255 688240

### TBG Learning Derbyshire

St. Peters House, Gower Street,  
Derby DE1 1SB  
Tel: 01332 202828 Fax: 01332 202804

### TBG Learning Kent

23-25 King Street, Gravesend,  
Kent DA12 2DU  
Tel: 01474 566588 Fax: 01474 569100

### TBG Learning South London

13-14 Eilerslie Square, Lyham Road,  
London SW2 5DZ  
Tel: 020 7274 4106 Fax: 020 7274 0764

### TBG Learning West London

84 Uxbridge Road, Ealing,  
London W13 8RA  
Tel: 020 8566 5252 Fax: 020 8579 6735

### TBG Learning West Midlands

Lombard House,  
145 Great Charles Street,  
Birmingham B3 3JR  
Tel: 0121 200 2646  
Fax: 0121 233 0573/9567

### TBG Learning Dartford

27 High Street, Dartford DA1 1DT  
Tel: 01322 272743 Fax: 01322 272133

## MOMENTUM

### Momentum Head Office

Intercity House, 80 Oswald Street,  
Glasgow G1 4PL  
Tel: 0141 221 2333 Fax: 0141 229 6510  
Email: headoffice@momentumscotland.org

## EMPLOYMENT

### Gateway To Work

6th Floor, Savoy Tower,  
77 Renfrew Street, Glasgow G2 3BZ  
Tel: 0141 354 0200 Fax: 0141 354 0201  
Email: info@gatewayglasgow@momentum  
scotland.org

### Workability

1650 London Road, Glasgow G31 4QF  
Tel: 0141 554 8822 Fax: 0141 551 3960  
Email: info.workabilityglasgow@momentum  
scotland.org

### Work Prep (programmes offered in Aberdeen, Fife and Glasgow)

6th Floor, Savoy Tower,  
77 Renfrew Street, Glasgow G2 3BZ  
Tel: 0141 354 0200 Fax: 0141 354 0201  
Email: info.workprep@momentum  
scotland.org

### Work Step

6th Floor, Savoy Tower,  
77 Renfrew Street, Glasgow G2 3BZ  
Tel: 0141 354 0200 Fax: 0141 3354 0201  
Email: info.workstep@momentum  
scotland.org

### RRS

220 Blairtummock Road,  
Queenslie Industrial Estate,  
Glasgow G33 4ED  
Tel: 0141 771 2300 Fax: 0141 771 5490  
Email: rrs@rehab-scotland.fslife.co.uk

### Employability Service

The Link Centre, HMP Edinburgh,  
33 Stenhouse Road, Edinburgh EH11 3LN  
Tel: 0131 444 3069 Fax: 0131 444 3078

### Momentum

5-21 Alexander Street, Dysart,  
Kirkcaldy Fife KY1 2XX  
Tel: 01592 654618 Fax: 01592 654618  
Email: info.fife@momentumscotland.org

## PAN-DISABILITY

### Energiser & Inclusive

Open Gate Community College,  
44 Hecla Square, Drumchapel,  
Glasgow G15 8NH

Tel: 0141 949 4885 Fax: 0141 944 6232

Email: info.energiserdrumchapel@  
momentumscotland.org

Email: info.inclusivedrumchapel@momentum  
scotland.org

### Energiser

3/5 Kelso Place, Yoker, Glasgow G14 0LL  
Tel: 0141 952 6494

Email: info.energiserlyoker@momentum  
scotland.org

### Energiser

Trinity Quay House, 49 – 51 Market Street,  
Aberdeen AB11 5PZ

Tel: 01224 587777 Fax: 01224 589599

Email: info.energiseraberdeen@momentum  
scotland.org

### Assist

Queen Elizabeth National,  
Spinal Injuries Unit,  
Southern General Hospital,

1345 Govan Road, Glasgow G51 4TF

Tel: 0141 201 2205 Fax: 0141 201 2991

Email: momentumscotland@sgh.scot.nhs.uk

### Adapt

Springbank Resource Centre,  
Doncaster Street, Maryhill,  
Glasgow G20 7DG

Tel: 0141 945 5662 Fax: 0141 945 1529

Email: info.adapt@momentumscotland.org

## JOB RETENTION

### Get Back Plus

7th Floor, Savoy Tower,  
77 Renfrew Street, Glasgow G2 3BZ

Tel: 0141 333 0567 Fax: 0141 333 1678

Email: info.getbackplusglasgow@momentum  
scotland.org

### Community Rehabilitation (substance misuse)

STAR Partnership  
C/o Open Gate Community College,  
44 Hecla Square, Drumchapel,  
Glasgow G15 8NH

Tel: 0141 949 4885 Fax: 01741 944 6232

Email: info.inclusivedrumchapel@momentum  
scotland.org

## CARE & SUPPORTED LIVING

### Momentum Care

Pearce Institute, 840 Govan Road,  
Glasgow G51 3UU

Tel: 0141 445 4757 Fax: 0141 401 7188

### Let's Go

Pearce Institute, 840 Govan Road,  
Glasgow G51 3UU

Tel: 0141 440 1650 Fax: 0141 440 2468

Email: info.lets-go@momentumscotland.org

## RETAIL

### Appliance Bargain Centre

43 Stockwell Street, Glasgow G1 4RZ

Tel: 0141 552 6252 Fax: 0141 552 6252

### Cafe Momentum

Toryglen Resource Centre,  
179 Prospecthill Circus, Glasgow G42 0LT  
Tel: 0141 613 3094

## REHAB UK

### Registered Office

Windermere House, Kendal Avenue,  
London W3 0XA

Tel: 0208 896 2333 Fax: 0208 896 2444

### Head Office & Birmingham

#### Brain Injury Centre

Borough Buildings,  
58-72 John Bright Street,  
Birmingham B1 1BN

Tel: 0121 616 3900 Fax: 0121 616 3909

### London Brain Injury Centre

21 St. Thomas Street, London SE1 9RY  
Tel: 0207 378 0505 Fax: 0207 403 4219

### Tyne and Wear Brain Injury Centre

Melbourne House, Melbourne Street,  
Newcastle-Upon-Tyne NE1 2JQ

Tel: 0191 232 0234 Fax: 0191 230 4307

### Coventry Elders Project

Teach Na hEireann, 25 St. Columba's Close,  
Coventry, CV1 4BX  
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